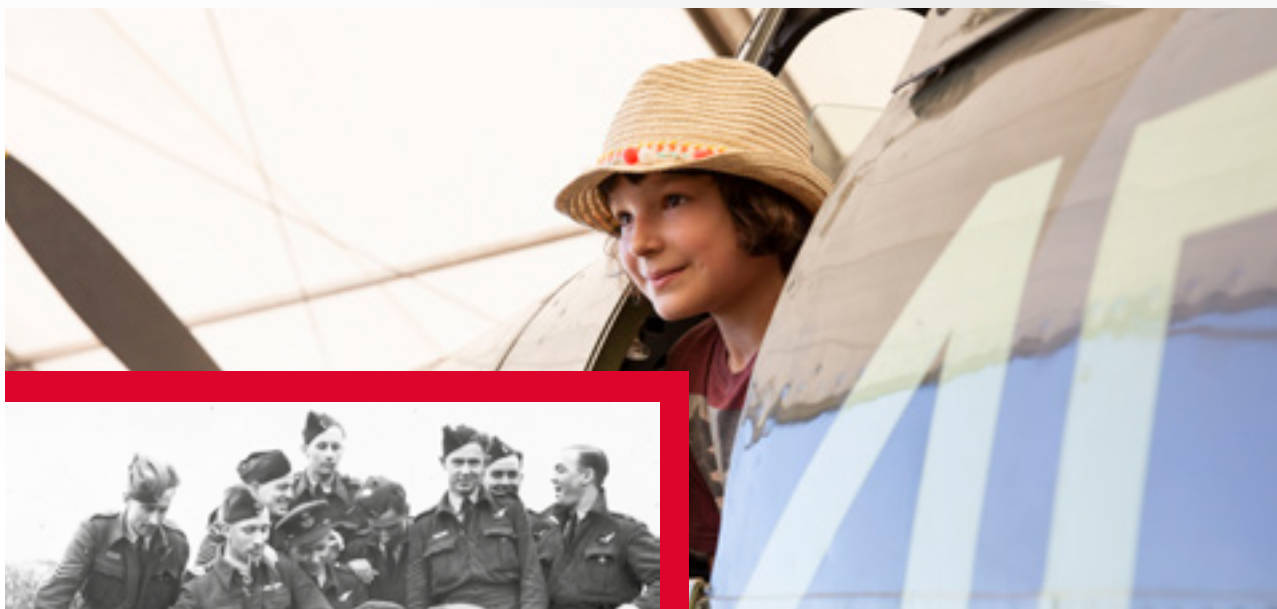


STRATEGY 2030

Inspiring **everyone** with the RAF story – the people who shape it and its place in our lives





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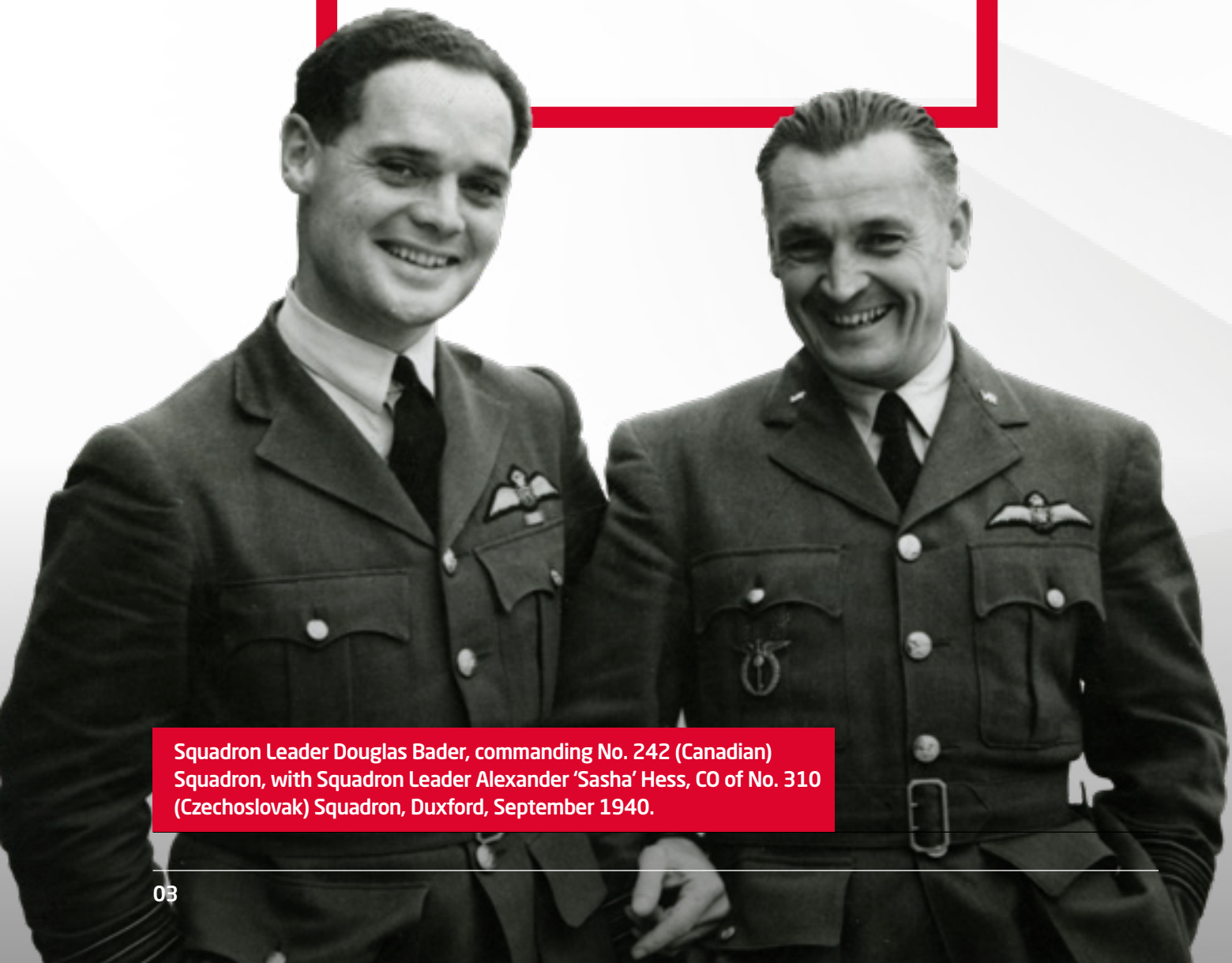
The Royal Air Force

For over a hundred years the Royal Air Force has defended the skies of Britain.

Its story is woven into our history, from its formation during the First World War to the vital role it performs today as the nation's first line of defence.

The RAF's mission is to defend the UK, to attack if required, to provide reconnaissance and intelligence, to support in times of humanitarian crisis and to move people and equipment across the world quickly.

The RAF provides the UK Government with choices in a rapidly changing world through its extraordinary people, innovative technologies, global alliances and partnerships with industry.



Squadron Leader Douglas Bader, commanding No. 242 (Canadian) Squadron, with Squadron Leader Alexander 'Sasha' Hess, CO of No. 310 (Czechoslovak) Squadron, Duxford, September 1940.

The foundations for our next ten years ...

The Royal Air Force has shaped our nation and our society. It has influenced how we live our lives today through its impact on world events, society and technology.

The Royal Air Force Museum was established as a legacy of the RAF's fiftieth anniversary, opening our London (Hendon) site in 1972. From 1979, the Museum also managed the Cosford Aerospace Museum for the MOD, which had also been in operation since 1972. This was renamed the RAF Museum Cosford in 1998 when it formally became part of the Museum portfolio. The Museum also has two external stores, one in Stafford and another within RAF Cosford.

The Royal Air Force Museum is a National Museum, a Government non-departmental public body (NDPB) and a registered charity.

During the course of the last strategic plan, the Museum concentrated its efforts on being outward focused and people-centred, exploring the history of the RAF over its hundred years through its incredible

people and ensuring that our collection is relevant, shared and well cared for.

2018 marked the Centenary of the Royal Air Force and the Museum was privileged to support it across the year as one of the partners in a formal Joint Venture with our sister charities the RAF Association, RAF Benevolent Fund and RAF Charitable Trust. In June 2018, we opened the major transformation at our London site and, across both Cosford and London, had our most successful year since the Museum's formation, welcoming a total of 989,600 people, a 39% increase. Equally importantly, our visitor profile has broadened and diversified significantly, and the partnerships – and friendships – that developed over the period give us a firm and inspiring foundation to build on for this next chapter of the Museum's history.



Our vision

Inspiring **everyone** with the RAF story -
the people who shape it and its place
in our lives.



The Royal Air Force Museum Trustees, our staff – employees and volunteers – and our key partners have an ambitious, shared vision for our next ten years.

Our priorities include the launch of our twenty-five year Master Plan for our Cosford site while planning the final phases of our London transformation. We will continue our focus on immersive RAF storytelling and be more ambitious in encouraging reflection and debate across our spaces and programmes – as well as welcoming all our visitors for a great day out.

We still have much to do to ensure we are fit for the future and we shall build and sustain the foundations we need in terms of collections care and management, our estate, and our IT and digital

infrastructure. Our team is vital to all of this and our leadership and development programmes will help ensure our committed people are the best that we can be in order to deliver our vision and purpose with and for our visitors.

The RAF is iconic to so many people in the UK and overseas and we will continue to research and share its history. Furthermore, today's men and women in the RAF are active on more fronts than they have ever been in our increasingly complex world. We will ensure that today's stories are at the top of our agenda through contemporary collecting and innovative programmes that keep us relevant and connected. Equally we will engage audiences who may not obviously identify with the RAF story by finding common interests and histories which link them.

We can achieve none of this in isolation; we will continue to develop and nurture meaningful partnerships and invest our funding strategically across our shared priorities.

We recognise the importance of museums and culture to the economic prosperity and social wellbeing of our communities. By 2030 the Royal Air Force Museum will be recognised as a world class National Museum, respected for our commitment to focusing on our audiences and using our collections and spaces in creative ways to engage them with the RAF's story. We shall remain financially sustainable, with firm foundations that enable an agile and ambitious future.



Our purpose

To share the story of the Royal Air Force, past, present and future - using the stories of its people and our collections in order to engage, inspire and encourage learning.



The Royal Air Force Museum is a National Museum. Our collection is central to everything we are and do and comprises around 1.3m objects which we hold in trust for the people of the UK. Our RAF Centenary transformation in 2018 enabled the Museum to bring an additional 500 objects from our stores to share with our visitors – most of which had never been displayed before.

We are committed to using our collections to share the story of the Royal Air Force and its people. We are an educational charity and whether visitors are engaging with our displays, taking part in discussion and debate, studying our archive, holding a corporate event in our spaces, having fun at events and in our playground, or enjoying a rest in our café, there are opportunities for learning and inspiration in every pore of our Museum.



A values-driven organisation

IN tegrity

S haring

P assion

I nnovation

R elevance

E xcellence



Museums matter - they have the power to change lives. They offer a focal point and a shared space for communities to come together and celebrate shared identities while valuing diversity. They are places where we can question, reflect on and debate the issues of today and yesterday, helping us to make sense of an increasingly complex world. Our fascinating collections are a powerful record of our present and a window to the past through which we can make links to today and tomorrow, while our learning programmes ignite curiosity and spark interest across science, technology, engineering and maths, and with art, literacy and history.

Museums are social spaces, combatting isolation with a warm and inclusive welcome, while engagement with our collections can have profound positive impacts for those struggling with dementia and mental health challenges.

But this does not happen on its own. It is our talented and dedicated people who use their knowledge and creativity to make our collections sing and bring our spaces to life.

And we cannot do it alone; we can only harness our collections to best effect by working with others who bring specialist skills and different perspectives.

This takes time, it takes commitment and it takes resources. It needs much more than technical capability; museums need to be increasingly agile and responsive but with clear and consistent values that keep us balanced and grounded.

At the Royal Air Force Museum, our work and our behaviour is underpinned by six guiding values:

Integrity: we are open, transparent and ethical

Sharing: we work as a team to ensure our collections and expertise are accessible to all

Passion: we care deeply about sharing our collections and their stories

Innovation: we tell our stories and develop our business with creativity and imagination

Relevance: we ensure our legacy by linking our histories with today and tomorrow

Excellence: we are professional and strive for excellence in all we do

Strategic priorities to 2030



Our strategic priorities

We will achieve our vision and purpose through five strategic priorities that focus outwards with our collections and people at our heart. These will be supported by strong internal systems which ensure we deliver creatively and responsibly:

Inspiring innovative engagement, debate and reflection

- Sharing the diverse stories our collections tell in order to engage and inspire our visitors, both in person and online.
- Ensuring our audiences have a voice in our planning, delivery and outcomes and encouraging them to question and reflect on how the RAF story affects their lives and the world we live in.
- Inspiring current and future generations of young people to engage in science, technology, engineering, the arts and maths through our incredible collections and guiding them to pathways where they can fulfil their potential.
- Further developing our research programmes to ensure both our content and practice is based on exemplary thinking and an informed perspective.

Why? We know relevance and dynamism are key to fulfilling our ambitions as a National Museum

Inspiring our people within a dynamic, diverse and collaborative culture

- Equipping our people so they are proud to be part of a brilliant and diverse team, feeling valued, supported and appropriately skilled and rewarded, working positively together to deliver our vision.
- Providing meaningful ways for more people to help us share the RAF story by further developing our volunteer, apprenticeship and work-experience programmes.
- Ensuring that diversity and equality underpin all our activity, from reflecting it in our content to actively broadening both our audiences and our Museum teams.

Why? Our inspirational people in turn inspire our visitors and we know we achieve our best when we're committed and motivated

Our strategic priorities

Embedding an entrepreneurial, agile and sustainable approach

- Growing and diversifying our commercial and fundraising income streams in order to achieve greater – and more significant – outcomes for all our audiences while ensuring our long term sustainability.
- Engaging more people nationally with our story by developing our footprint in the UK through our loans, learning programmes, events and visitor services.
- Respecting our environment, reducing our carbon footprint and continually improving our environmental performance.
- Ensuring that digital technology is weaved into our thinking and planning in order to engage our audiences, to share our collections more widely and to manage our business.
- Growing a positive can-do culture, responsive and creative in our delivery where we take measured risks and continue to learn from our experiences.

Why? Our visitors' lives and society are changing fast and we need to remain forward looking and resourced to fulfil our ambitions

Leading the way with brilliant basics

- Offering a great day out and ensuring a warm welcome for every visitor through our friendly, knowledgeable people and well cared for facilities.
- Ensuring our collection is relevant and cared for, growing our active programme of collecting from and with the men and women of today's RAF in new and creative ways.
- Ensuring that our foundations enable us to achieve our full potential – leading the way in our governance, finance, estates and IT, providing a safe environment for all our visitors and with digital literacy embedded across our teams.
- Instilling a shared appreciation across all our team of how our collections, our people-focus and our commercial priorities are mutually dependent.

Why? We need strong and sustainable foundations to fully achieve our vision

Connecting with communities and partners

- Playing a meaningful role as a National Museum within the rich ecology of museums across the UK – leading, supporting and learning from colleagues through our partnerships and our active loans programme.
- Continuing to grow our relationship with the men and women of the RAF, from the Air Force Board to the newest entrant, both serving personnel and veterans. We will work with them to plan creative contemporary collecting and public engagement programmes that ensure we represent the depth and breadth of today's RAF, now and for the future.
- Building our international relationships, projecting the Museum and UK positively with our global partners and deepening our partnership with the RAF Museum American Foundation to continue to share the stories of the USAF and RAF's special relationship.
- Being active neighbours in Cosford and Barnet, collaborating with others to help shape and deliver cultural and place-making strategies. We will harness our collections and spaces to combat loneliness, to contribute to improved health and wellbeing outcomes and to support deprived communities, raising aspirations and offering training and employment opportunities.
- Nurturing and building our stakeholder and partner relationships, always seeking opportunities to align our priorities.

Why? We know we can deliver better and more creatively through meaningful relationships with others



Our next phase of transformation

Over the next ten years we will build on the foundations laid by our RAF Centenary Programme:

Our Cosford Master Plan will share more inspiring stories with more people, including:

- A new open resource hub where we will share and care for our stored collections, discovering their hidden stories and unlocking their potential in a major intergenerational programme. The hub will be a focus for learning and ideas-sharing, welcoming in young and old and reaching out into our communities, tackling social isolation and improving health and wellbeing outcomes.
- A science, technology, engineering and maths discovery play area for 3-7 year olds to engage our youngest visitors in the RAF story and ignite their curiosity through creative play.
- New learning and events spaces, indoors and out, engaging all our audiences from school groups and families to our specialist visitors with creative programming. We shall also celebrate and grow our relationships with RAF Cosford and Pennant /Aviation Skills Partnership to support career pathways for our STEM learners at a new Cosford campus.
- Exploration of the First World War, inter-war and Second World War RAF stories with our communities and partners, co-curating immersive new exhibitions, onsite and online, sparking conversations about their relevance to us today.
- Sharing recent and contemporary stories of RAF men and women and looking to the future in space and cyber defence.
- Realigning our visitor centre for an impactful welcome to the site with new opportunities to sustain the Museum by growing our commercial business.

We shall also progress phase four of our London Master Plan to

- Begin delivery of the final chapters of our London interpretation strategy covering the inter-war period, Second World War and Cold War stories.
- Ensure we are caring for and sharing our archives and library more effectively, relocating them with a new accessible resource centre.

And in parallel we shall

- Continue to reflect on how we can share RAF stories across the UK and beyond through our loans and outreach programmes.
- Support our people through upgrades to our office accommodation and social spaces and improve the security and the maintenance of our estate.
- Integrate commercial opportunities for engagement with our storytelling in all our programmes that will help to sustain our Museum financially for future generations.

Strategic framework



Thank you to our partners and supporters

We would like to thank the following for their significant support for our RAF Centenary Programme and many of our supporters who wish to remain anonymous.



BAE SYSTEMS

Founding partner



The State of Kuwait

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AIR FORCE**





We should also like to thank the following:

RAF Cosford
Shropshire Council
Telford and Wrekin Council
The Marches LEP
Wolverhampton University
Tablet Academy
Aviramp



Sir Andrew Pulford GCB CBE DL
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